3. A Model Local, Regional, and Global University

Positioning the University of Hawai‘i as one of the foremost multicultural centers for global and indigenous studies will be accomplished by—

- establishing UH and the state of Hawai‘i as the research, service, and training hub of Oceania, with bridges to the Asia-Pacific region, the Americas, and the rest of the world. This will require identification of strategic international markets, expansion of intercultural educational activities, education abroad, and region-wide affiliations, and the integration of international education in teaching and research.
- preserving and perpetuating Hawaiian culture, language, and values. This involves serving as a resource and facilitating the discourse for an equitable and peaceful reconciliation between the U.S. government and the Hawaiian people, funding and improving programs and services for Native Hawaiians, increasing Native Hawaiian representation in all facets of the University, and promoting the use of the Hawaiian language.

4. Investment in Faculty, Staff, Students, and Their Environment

The University of Hawai‘i will recognize and invest in human resources and provide an inspiring environment by—

- creating a culture of excellence and fostering a spirit of joint enterprise and appreciation for all employees, including graduate assistants and student employees. Actions include establishing competitive and equitable workloads, improving benefits and salaries, ensuring adequate support staff, facilitating career development, encouraging involvement in college governance, and promoting wellness.
- creating positive, healthful, resource-efficient, and sustainable physical environments. Strategies include extending campus life into surrounding communities in appropriate ways, maintaining and improving campus structures and landscaping, meshing capital improvement priorities with academic priorities, and ensuring that new construction and renovation projects consider environmental and economic sustainability and the health and well-being of occupants.

5. Resources and Stewardship

The University of Hawai‘i will acquire, allocate, manage, and steward resources needed to achieve success by—

- building an effective constituency that converts community support into public and private revenue streams. This will require effective enrollment and marketing efforts, a first-rate information technology infrastructure, sustainable stewardship of resources, a transparent policy on appropriate levels of funding from various sources, reallocation of resources to programs critical to strategic planning goals, and aggressive fundraising in support of University priorities.
- allocating and managing resources to achieve continuing improvement in organization, people, and processes and to secure competitive advantage. Strategies include comprehensive review and redesign of administrative and student support processes for efficiency and effectiveness, rewarding innovation, investing in change that reduces costs and generates revenue, executing a comprehensive and integrated marketing plan, and developing a culture that promotes improvement and accountability.

“This plan will change and evolve in response to changes in our environment, whether resulting from our own collective actions or compelling events in our surrounding world. However, this plan is the template that will guide us.”

—University of Hawai‘i President Evan S. Dobelle

Adopted by the Board of Regents, June 2002.
Prepared under the guidance of the President’s Advisory Council on Plans and Priorities.

The complete version of this strategic plan can be found online at www.hawaii.edu/ovppp/stratplansys.html and in printed form at UH campus libraries.

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Cover montage: Photo by Ric Noyle courtesy of the Hawai‘i Visitors and Convention Bureau. Scientific illustration of the Hawaiian Islands provided by UH School of Ocean and Earth Science and Technology.

The University of Hawai‘i is an equal opportunity/affirmative action institution.
VISION GROUNDED IN NATIVE HAWAIIAN VALUES

Ancient Hawai‘i was organized in ahupua‘a—land sections extending from mountain summits through fertile valleys to the outer edge of the reef and into the deep sea. The ahupua‘a sustained the people, and the people revered and cared for the sacred source of their resources. The University of Hawai‘i embraces the Native Hawaiian ethic of sharing, collaboration, and conservation. It is the basis of our vision. Working together for the betterment of all the diverse ethnic populations now a part of Hawai‘i, the University of Hawai‘i system will help ensure the survival and prosperity of Hawai‘i’s people and these beautiful islands for generations to come.

A FORWARD-LOOKING SYSTEM MISSION

As the state’s only public higher educational institution, the University of Hawai‘i system creates, preserves, and transmits knowledge in a multicultural setting. Its purposes are to—

• Provide all qualified people in Hawai‘i with equal opportunity for high quality education and training.
• Provide varied entry points and comprehensive offerings that let students move within the system to meet individual educational and professional goals.
• Promote distinctive pathways to excellence, differentially emphasizing instruction, research, and service while fostering a cohesive response to state needs and participation in the global community.

COMMITMENTS AND CORE VALUES

The University of Hawai‘i system is bound together by:

• Aloha
• Collaboration and respect
• Academic freedom and intellectual rigor
• Institutional integrity and service
• Access, affordability, and excellence
• Active learning and discovery
• Diversity, fairness, and equity
• Leveraged technology
• Hawaiian and Asian-Pacific advantage
• Innovation and empowerment
• Accountability and fiscal integrity
• Mālama ‘āina sustainability

FUNCTIONING AS A SYSTEM

Founded in 1907 as a land-grant institution, the University of Hawai‘i is composed of:

• A research university at Mānoa, offering a comprehensive array of undergraduate, graduate, and professional degrees through the doctoral level, including law and medicine.
• A comprehensive, primarily baccalaureate institution at Hilo, offering professional programs based on a liberal arts foundation and selected graduate degrees.
• An upper division institution at West O‘ahu, offering liberal arts and selected professional studies.
• A system of seven open-door community colleges spread across the islands of Kaua‘i, O‘ahu, Maui, and Hawai‘i, offering quality liberal arts and workforce programs.

The University enters its second century evolving from a system defined by the strengths and limitations of space and time into a globally and locally oriented ahupua‘a. It will meet compelling state needs in cost-effective ways. These needs demand a comprehensive, diverse, entrepreneurial, and seamless University system that provides opportunities for life-long learning, the development of human capital, and community building. The following principles will guide the University’s evolution.

• Student access options are based on student preparation and choice, and transfer opportunities are based on achievement of educational objectives.
• Decentralized design and delivery of curricula, programs, and services consider student needs and faculty expertise while coordinated program development ensures responsiveness.
• Recruitment, preparation, assignment, performance, and rewards for faculty and staff encourage excellence and advance the purposes of the system.
• Policies and procedures are compatible with the diverse needs of students and clients.
• Enterprise partnerships within the system provide innovative responses to emerging needs that span the state.
• Marketing and branding strategies advance unique college identities while communicating the benefits of an integrated system.
• Telecommunication and information technology extend education, training, and service in time and space.
• Changing needs require collaborative research by UH faculty and colleagues elsewhere.
• Extension and outreach programs benefit from university-wide collaboration and external partnerships.

PLANNING IMPERATIVES

• The quality of life and improvement in the social, economic, and environmental well-being of current and future Hawai‘i’s generations are critically dependent on the education, training, research, and service provided by the University of Hawai‘i system.
• Branding is essential to the vision of a University that is respected in Hawai‘i and recognized for unique excellence throughout the world.
• Access to public higher education is critical to the future economic health of Hawai‘i, and public financial support is essential to keeping it affordable.

STRATEGIC GOALS*

1. Educational Effectiveness and Student Success

The University of Hawai‘i will embrace a culture of excellence and performance as the hallmarks of effective learning and student success and achieve a shared institutional culture by—

• making student learning and success the responsibility of all. This requires effective enrollment management, transformational educational experiences, and positive student involvement.
• treasuring diversity and inclusion, honoring collegiality, and continuously striving for exceptional performance. This requires promotion of core values, improving the decision-making structure, evaluating teaching and administrative effectiveness, increasing and supporting participation by underrepresented populations, and recognizing academic achievers.

2. A Learning, Research, and Service Network

Diverse elements of the system will engage in intellectual capital formation that enables Hawai‘i to flourish by—

• excelling in basic and applied research for the discovery and dissemination of new knowledge. This requires building on existing research strengths and addressing critical gaps, promoting internal and external collaborations, providing adequate support for research and training, and strengthening library resources.
• building UH partnerships with educational, governmental, and business institutions to support Hawai‘i’s economy, workforce development, and improved access and flow of education from preschool through a lifetime of learning. This requires fostering a working P–20 partnership that begins with a state Department of Education/UH summit, expanding the UH research enterprise and commercialization, facilitating technology education, expanding workforce training, emphasizing a liberal arts foundation, addressing transfer issues and credit for non-classroom learning, maintaining affordable access, and encouraging financial support for needy students.
• providing students, faculty, and staff with access to first-rate information technology infrastructure, support, and services. This requires a funded technology-rich environment that enhances instruction, research, and administrative services, mainstreaming distance learning, and technology-enhanced services that benefit on- and off-campus students.

* For detailed objectives and action strategies associated with each strategic goal, see the complete plan at: http://www.hawaii.edu/ovppp/stratplansys.html